



State of California
Employment Training Panel

Training Proposal for:

Jeld-Wen, Inc.

Agreement Number: ET09-0188

Panel Meeting of: **July 25, 2008**

ETP Regional Office: **San Diego**

Analyst: R. Swier

PROJECT PROFILE

Contract
Type: Priority/Retrainee (HUA)

Industry
Sector(s): Manufacturing

Counties
Served: San Diego, Placer, San Joaquin

Repeat
Contractor: ☐ Yes ☒ No

Union(s): ☐ Yes ☒ No

Priority
Industry: ☒ Yes ☐ No

No. Employees in CA: 685

No. Employees Worldwide: 30,000

Turnover Rate %	Manager/ Supervisor %
9%	7%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$321,930	\$0	\$321,930

In-Kind Contribution
\$384,864

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Average No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills	365	24-200	0-64	\$882	\$12.85
				Weighted Avg: 49			

Minimum Wage by County: \$13.37 per hour in San Diego County; \$12.85 per hour in Placer and San Joaquin Counties.

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

\$3.45 per hour may be used to meet the Post-Retention Wage

Other Benefits: Vacation, holiday, wellness time off, disability insurance, life insurance, 401K plan and an employee assistance program.

Wage Range by Occupation	
Occupation Title	Wage Range
Production Staff	
Distribution Staff	
Operations Supports Staff	
Sales	
Managers	

INTRODUCTION

In this proposal, Jeld-Wen, Inc. (Jeld-Wen) and its subsidiary, WindowMaster Products (WindowMaster), seek funding for retraining.

The ETP Agreement would be held by and administered by Jeld Wen on behalf of employees at both corporations (referred to collectively as the Company).

The Company is one of the country's largest manufacturers and distributors of vinyl, aluminum, and wood windows and doors for the residential market. Jeld-Wen has production facilities and distribution centers worldwide. In California, Jeld-Wen is located in San Diego, El Cajon, Vista, Rocklin, and Stockton. WindowMaster is located in El Cajon. Jeld-Wen and WindowMaster are each eligible for ETP funding under the out-of-state competition provisions outlined in Title 22, California Code of Regulations, Section 4416(b) for companies classified as manufacturers retraining current employees.

The Company is an “on-demand” operation so it does not manufacture without having received orders from its distributors or the home improvement stores it services such as Home Depot and Lowes. The only inventory it holds is that which is already purchased and is being stored pending delivery. This strengthens the Company’s financial position as it does not have investments in inventory sitting in its warehouses.

Nevertheless, the Company has been effected by the current housing market and economic conditions. The Company sees the current situation as an opportunity re-invest in the training of its workforce and expand into other markets. To be pro-active, the Company plans to re-tool its business, sustain it, and potentially grow its market share during this market downturn.

To meet these new challenges, the Company, is changing the way it sells its products. Traditionally a sales person had sold one product line; now they are being re-trained to sell all Company products whether they are windows, interior/exterior doors, patio doors or garage doors. This strategy is intended to help further penetrate current markets. The Company is also developing new products to enter the “retro-fit” remodeling market. Traditionally the Company has supplied new construction; as that market slows and the economy tightens, the Company is preparing for a shift to products for re-modeling existing homes vs. the new construction market.

The Company is also focusing its training efforts on increasing efficiencies; expanding its green-manufacturing processes; increasing quality; raising its bar on customer service; and installation services. It plans to accomplish this by upgrading its existing Titan Enterprise Resource Planning System (ERP), Titan; implementing more computer-driven manufacturing processes then ever before and implementing new quality initiatives and customer service skills training.

PROJECT DETAILS

Business Skills Frontline workers and Managers will receive training in areas such as customer service skills, product cross-training, sales skills, service technician skills, communication skills, finance and accounting skills, and other skills that will allow them to operate effectively. Once trained, employees will be better able to provide more accurate information, work more efficiently, and improve accountability. Additionally, the sales staff will upgrade product knowledge skills, enabling them to sell larger product lines.

Computer Skills Frontline workers and Managers will receive supplemental skills training related to its Sequence Software used in the manufacturing process as well as the Quick Quote Tool and the Titan ERP System. Sequence is a database software package that has been designed exclusively around simplifying knowledge capture and transforming that knowledge into effective work instructions. These work instructions can be accessed online, in printed material and on-demand, and provides for both standardized work instructions and detailed, customized, work instructions. Proficient operation of these systems will increase productivity and streamline workflows.

Continuous Improvement Skills All trainees will receive skills training in areas such as problem solving, quality improvement, project management skills, process stabilization, time management skills, team building, and change management skills. These skills will support the company’s effort to become more productive while expanding its product line.

Manufacturing Skills Frontline workers and Managers will be provided new training in green manufacturing improvements, lean concepts, equipment maintenance, and distribution skills. The quality standards to be addressed included on time completion, zero returns, acceptance

rate, and decreased material cost. Equipment maintenance is another area where quality will be addressed so downtime can be reduced through quick problem diagnosis and repair.

ETP-funded training will be delivered by in-house trainers and outside vendors as identified during the term of the Agreement. In addition to traditional class/lab instruction and self-paced CBT, the Company will also use distance training whereby the trainee and trainer participate in a leader-led session via teleconference and computer. The Company expects to use Web Ex and/or GoToMeeting.com as the system for the web portion of these sessions. The trainer-to-trainee ratio for standard class/lab training and distance learning leader-led training will not exceed 1:20 trainees.

COMMITMENT TO TRAINING

The Company states that the request for the proposed ETP-funded training will supplement rather than displace the Company's ongoing investment in the training of its workers. The Company makes a significant commitment to training its workforce and provides ongoing training including:

- On the Job Training
- Basic Job Skills
- Anti-Harassment
- Basic Computer Skills
- Personal Development Skills
- OSHA Safety Training
- New Employee Orientation

The Company will continue to provide this ongoing training during the term of the proposed ETP Agreement and beyond at its own expense. The Company expects to invest approximately \$650,000 in training for 2008 in California.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Company retained Training Funding Partners in Tustin to assist with development of this proposal for a flat fee of \$30,000.

ADMINISTRATIVE SERVICES

The Company also retained Training Funding Partners to perform administrative functions under this contract for an amount not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours****24-200****Trainees will receive any of the following:****BUSINESS SKILLS**

- Communication Skills
- Customer Service Skills
- Product Cross Training
- Sales Training
- Service Technician Skills/Advanced Service Technician
- New Products
- Production Scheduling

COMPUTER SKILLS

- Titan Enterprise Resource Planning System
- Sequence Software
- Quick Quote Tool

CONTINUOUS IMPROVEMENT SKILLS

- Problem Solving Skills
- Coaching and Feedback
- Leaderships Skills
- Managerial Skills for Sales People
- Process Stabilization/Process Improvement
- Project Management Skills
- Quality Improvement
- Team Building
- Performance Improvement Skills
- Strategic Planning

MANUFACTURING SKILLS

- Lean Manufacturing Processes
- Green Manufacturing Processes
- Equipment Maintenance Skills
- Warehouse/Distribution Skills
- Specialty Materials

Computer Based Training (CBT)**0 - 64****BUSINESS SKILLS**

- Business Skills (2.5 hours)
 - Business Writing
 - Intercultural Business Etiquette
 - Understanding Contracts
- Communication Skills (26 hours)
 - Conflict Management
 - Listening
 - Speaking with Influence
 - Delegating

- Presentation Skills
 - Negotiation Skills
- Customer Service Skills (60 hours)
 - Building Customer Relationships
 - Caring for Customers
 - Stellar Service
 - Guiding Customer Conversations
 - Team Service
- Finance/Accounting Skills (1 hour)
 - Budgeting
- Sales Skills (7 hours)
 - Effective Selling
 - Closing the Sale
 - Qualifying Prospects

CONTINUOUS IMPROVEMENT

- Leadership Skills (18 hours)
 - Applying Leadership Basics
 - Coaching
 - Leading Meetings
 - Developing Others
 - Qualities of Leadership
 - Providing Constructive Feedback
 - Strategic Planning
- Supervisory Skills (12.5 hours)
 - Delegating for Shared Success
 - Facilitating for Results
 - Supervisory Success
- Change Management Skills (2.5 hours)
 - Managing Change
 - Positive Responses to Change
- Performance Improvement Skills (16 hours)
 - Setting Expectations and Goals
 - Performance Results
- Team Building Skills (21.5 hours)
 - Building Team Purpose
 - Creating a Strong Team
 - Leading Effective Teams
 - Managing Virtual Teams
 - Negotiating Resources for Team
 - Team Problem Solving
 - Being an Effective Team Member
- Time Management Skills (2 hours)
 - Managing Priorities
 - Setting Goals
- Project Management Skills (1 hour)